Clerk:	Governance Support	Governance Support
Telephone:	01803 207013	Town Hall
E-mail address:	governance.support@torbay.gov.uk	Castle Circus
Date:	Tuesday, 18 January 2022	Torquay
		TQ1 3DR

Dear Member

CHILDREN AND YOUNG PEOPLE'S OVERVIEW AND SCRUTINY BOARD - MONDAY, 24 JANUARY 2022

I am now able to enclose, for consideration at the Monday, 24 January 2022 meeting of the Children and Young People's Overview and Scrutiny Board, the following reports that were unavailable when the agenda was printed.

Agenda No	Item	Page
6.	**Children's Improvement Plan Quarterly Update**	(Pages 77 - 84)

Yours sincerely

Governance Support
Clerk

TORBAY COUNCIL

Update on Liquidlogic Children's System

Prepared by: Nancy Meehan, Director of Children's Services

Date prepared: 17 January 2022

Meeting: Children and Young People's Overview and Scrutiny Board

Date of meeting: 24 January 2022

1.   Purpose

1.1   To provide an update on the implementation and development of Liquidlogic Children's System.

2.   Background

2.1.   Children's Services introduced a new Integrated Children's System (ICS), Liquidlogic, which replaced the outdated and inefficient PARIS system. Liquidlogic is a children social care data and reporting system.

2.2.   This project was multi-faceted requiring the migration of PARIS data to Liquidlogic and the development of a Performance Management suite of reports that will be extracted from Liquidlogic using Microsoft Power BI (a suite of business intelligence [BI]).

2.3.   The work required, relied on both internal resource as well as the engagement of external technical consultants to assist in the development of the Project. This was in order that we could continue to deliver "business as usual" requirements alongside implementing the new system. There was also a lack of in-house technical capability to undertake work associated with Power BI.

2.4.   Liquidlogic went live in June 2021 and was implemented during Covid-19 pandemic, with many staff working from home.

2.5.   Children's Services identified issues with the data processes and an inability to deliver consistently accurate data and performance reports. Poor quality and consistency of data reporting, and lack of confidence in the configuration of the system to support operational staff and a disconnect between the operational

expectations and the performance leads, led to a number of key activities to address the issues.

2.6. The lack of confidence in the system led to the operational services reproducing manual spreadsheets and manual inputting in response to the poor reporting. This was also in response to the disconnect, between the operational and those leading on the implementation, as the configuration of the new system did not support front line practice.

3. Summary of Key Actions

3.1. Weekly Performance Data meetings, led by Director of Children's Services, were introduced to address issues with data and identify actions to assist with resolutions.

3.2. Regular scrutiny of statutory performance data and introduction of 'work arounds' to obtain required reliable data.

3.3. A Local Government Association (LGA) Children's Services Data Peer Challenge was caried out in November 2021. The Peer Challenge identified some strengths of the implementation of the system however, identified significant issues currently being experienced by Children's Services. Recommendations from the Peer Review are being acted upon. These include:

a) Produce a focused action plan to address the immediate priorities of ensuring data quality and enhancing performance report formats, and a medium- and longer-term plan for the practice-led further development of the Liquid Logic system.

b) Deliver fit for purpose monthly performance reports with headline measures and narrative that support statutory reports and improvement plan monitoring data as a matter of priority.

c) Implementation and use of the Liquid Logic system must be practice led and accountability for the system/data should be with a qualified social worker.

d) Roles and responsibilities around the system should be defined and a team built around the system, made up of the right skills that will allow data to drive service improvement, outcomes and practice.

e) Implement a strict change control process, with user forums and operational sign off.

f) Use professional IT and in particular experienced social care support and suppliers to design and implement an improvement plan to address: build, design, data migration and ongoing data quality in Liquid Logic; the decommissioning of Paris and ending the use of unstructured data in a timely way. (This plan should include progress measures, key milestones, budget details and benefits realisation with a high-level summary plan to assess overall progress for senior leaders).

g) Create a succession plan to ensure expertise is transferred in house from external consultants in a timely way.

h) Engage at a strategic level with the supplier (Liquid Logic) to develop a better shared understanding of data quality issues, system capability and the Council's current deployment of the Liquid Logic system, ensuring continuing value for money from the relationship.

i) Address the risks of single points of failure, and capacity and skills gaps by utilising the principles agreed in the Council's proposed Target Operating Model. Support services should be working alongside Children's Services practitioners, to develop better understanding and supporting their business.

j) Take some time to learn the lessons from the implementation of Liquid Logic to ensure other large change programmes in Torbay are successful.

3.4. Further, the Peer review also recommended:

a) Initiated reconfiguring Children's Data Teams. As a relatively small unitary council, Torbay needs to ensure it makes best use of the resources available to it. Currently there are teams of data and performance staff located within the different services across the directorate – social care, education, early years, SEND and youth justice. There is the opportunity to bring these together to produce greater resilience and sharing of expertise and experience. This redesign will link to the Target Operating Model of the future.

b) Reduction of external technical consultants from 5 to 3.

c) Commissioning BetterGov, Public Sector and Local Authority specialists with implementing technology and business solutions, to complete a discovery

piece of work (January to mid February 2022) to support reconfiguring pathways within Liquidlogic to support operational practice and address reporting issues.

    d) Establishment of a Children's Services IT System Board to monitor and evaluate, the continued development of Children's Services systems to support operational practice.

4.   Milestones

4.1.   Establishment of a Children's Services IT System Board – January 2022

4.2.   BetterGov Discovery Report and Proposals finalised – January 2022

4.3.   Completion of redesign of Children's Services Data Teams – February 2022

5.   Key Issues

5.1.   Business processes are not designed in-line with the specifications created by the business. The result is a cumbersome ICS with a disproportionate amount of time required to input into the system.

5.2.   Inability to deliver consistently accurate data and performance reports for Children's Services.

5.3.   Staff confidence in Liquidlogic is low. When moving from a system to a mature case management / workflow system staff can struggle with getting used to a new system. Additional training requirements will be identified to improve the transition.

5.4.   Limited capacity, capability and structures are giving rise to 'single points of failure'. To be mitigated by utilising the principles agreed in Torbay's Target Operating Model.

6.   Key Risks

6.1.   The Council will not be able to deliver its obligations in relation to accurate Statutory Returns e.g. Child in Need Census.

6.2.   The Council will not be able to produce accurate and reliable data that could lead to an immediate Inspecting Local Authority Children's Services (ILACS) re-inspection and see the Council be stated with a further Inadequate Inspection rating.

6.3.   Localised and National benchmarking would not be able to be delivered.

6.4.   The ability of the Council to secure grant funding for new initiatives will be severely limited due to a lack of reliable data.

Torbay Council Children's Services Leadership, Management and Governance Action Plan						
Recommendation	Action	Activity	Impact on children	Deadline	RAG Rating	Completion Date
To commence the work focussing on the development of a fully integrated and functional Children's Service.	Learning Academy to include delivery of services to Social Care, Education and YOT.	Succession leadership training programme to include Social Care, Education and YOT. With the next phase of leadership and management training to include CAMHS, voluntary sector and partners. QA framework to include SEND and QA of EHCP and YOT. We will continue to support the QA subgroup of the Torbay Safeguarding Partnership Board. The Learning Academy will continue to Chair the Torbay Safeguarding Partnership Board Learning and Development sub group. Support the induction of staff in Education as we do Social Care and YOT	Staff will benefit from a consistent approach which will support the delivery of consistent messaging to children.	Mar-22	In Progress	
Recruit permanent senior leaders into vacant senior management posts to create a permanent leadership team to lead the Children's Service through its next stage of development and beyond.	Appointments required: - Divisional director - Head of service - Service managers Deliver Aspire programme to middle managers to support them to take the next step into senior management equipped with the knowledge and skills required.	Recruitment strategy agreed at the finance meeting November '21. Perm HoS SARs recruited and commenced in post Dec '21 DD post shortlisted for interview. Interviews are being arranged. Once in post DD will be involved in the recruitment of the other HoS Vacancies. Currently Operational Services and Front Door are interims.	A stable children's leadership team will enable a consistent vision and response to the improvements required to safeguard and care for our children living in the Bay	Jun-22	In Progress	
To continue with the existing initiative to support Recruitment and Retention with a particular additional focus on recruiting suitable existing agency staff into permanent posts.	DCS and DD to hold 'Listening Circles' with agency to understand how we can support them to convert to permanent. Ensure agency staff are aware of our recruitment and retention package. Offer the opportunity to undertake CPD such as Practice Educator Award if they become perm.	Permanent recruitment and retention strategy continues. Current vacancy rate reduced to: Discussions have been held with agency who are considering permanent contracts. 1 x agency converted to perm. Listening circles will be held when perm staff are in place and we are in a position to discuss agency moving on or converting to perm. Will plan for Feb '22	Children will benefit from continuing involvement with a SW who they have built a relationship with and who is embedded within the team and understands local processes, procedures, resources available.	Mar-22	In Progress	
Allocation of children	Report an update into the Quartet every 3 months. Monitor allocations to CSC SLT weekly	First report completed and presented at Quartet. Second report submitted to Quartet. Allocation numbers have improved. Most SW are 21 or below. Capped allocations are being maintained.	Manageable allocations will mean Social Workers have a positive impact on their ability to engage with children and their families, deliver a quality service and achieve positive outcomes for children.	Dec-22	Complete	
Supervision	Review Supervision Policy and enhance Reflective Group Supervision	Task and Finish Group comprising of HoS, SM, TM and ASW set up Group has devised and trialled Torbay Group Supervision Framework and now in process of scaling it up in SAT and SAF Task and Finish Group now compiling and articulating the Torbay Supervision Framework and Guidance which would set out basic expectations by 8th of Oct 2021 Schema of monthly dip samples monitoring Management Oversight and Supervision in different service areas to track improvement and understand how best to structure support for managers. Task and finish group complete. Policy shared, consulted and finalised HoS and SM met with TM to clarify how supervision and management oversight is captured on Liquid Logic to ensure this is not being missed within the report and opportunities for recording are not being missed. Next steps: RP Lead modelling group supervision. Personal Supervision dip sample complete. To be shared with Children's Social Care SLT by the end of January and to sign off new template. Restorative supervision training being delivered January '22.	Robust supervision will help Social Workers to achieve the best possible outcomes for children by talking through the impact of their work and explore decision making	Mar-22	In Progress	

Torbay Council Children's Services Leadership, Management and Governance Action Plan						
Recommendation	Action	Activity	Impact on children	Deadline	RAG Rating	Completion Date
Colleagues and managers in Children's Services will be data literate to enable the information, data and reports to be scrutinised, contextualised and understood, generating where necessary, actions to address issues of concern or to capitalise on, or emulate existing good practice so that the end users, the children, can benefit to the full.	Support practice by enabling practitioners and managers to timetable work that is prompted by its 'reminder' capability have (largely) intuitive work-flow pathways to ensure work can be ordered logically enable practitioners and managers to have contemporary access to child level data, or when required to team or service level data to support other aspects of operational and strategic management. Enable senior leaders and politicians to have 'click of a button' access to performance management information generate a range of standard reports and, additionally, bespoke reports with relative ease and within very acceptable time boundaries.	Appropriate training and support to be delivered to colleagues dependent on need and level. Bettergov are currently working with Children's Service's to undertake a diagnostic of Liquidlogic. This will include ensuring data reporting is maxmised and correct. Following on from this training will be provided to the managers. Data literacy will also be linked to the appointment of senior posts within childrren service's. This will form part of their development plan.	Managers will be able to quickly identify area's of challenge within their services and work with their teams to adress them. Senior Leaders and Cabinet Members will have access to the performance mamangement information. This will form part of the governance arrangements in row 14.	May-22	In Progress	
Celebrating Success	Hold annual conference to support employees to feel more appreciated, boost employee engagement, increase productivity, and combat attrition.	The annual conference will provide an opportunity to bring colleagues together to celebrate their success and will include: A welcome from members of our Senior Leadership Team recognising achievements from the past 12 months A thank you in the form of professional development from a keynote speaker A networking lunch to provide an opportunity for colleagues to meet, share and reflect. An awards ceremony where we recognise those who have gone above and beyond and demonstrate our values. We propose to hold the conference in May, ahead of the Social Work Awards entries going live in the July. This will enable us to take forwards the nominations and gather endorsements. Planning in place between Learning Academy and Comms and on track for May '22	Children will benefit from involvement with Social Workers who are engaged and committed. Children will benefit from a stable workforce so they can build trusting relationship with their Social Worker. Children and the workforce will benefit from a supportive culture which demonstrably values good practice.	May-22	In Progress	
To implement in full at the earliest opportunity the revised Quality Assurance Framework and ensure there are mechanisms in place to capture learning from audit activity that can be implemented into practice and management without delay.	Embed new QA Framework, including: Audit Universe Audit 3 Month Cycle Monthly Reporting Monthly Tracking of Learning	3 month audit cycle and audit universe introduced July 2021. Presentation delivered to auditors July 2021 Monthly report produced August 2021 Tracking of actions and learning from audits under review. New Strategic Tracker implemented September 2021 and under review for effectiveness. New audit universe embedded. Audit and Dip sample allocation working well. Monthly report produced and shared with teams. Head of Learning Academy meeting with service area to capture the learning and agree next steps, ready for re-audit in the next 3 month cycle.	Children will receive consistently high quality services. Learning from QA will have a direct impact on the lived experience of children through the improvement of practice standards.	Dec-22	Complete	

Torbay Council Children's Services Leadership, Management and Governance Action Plan						
Recommendation	Action	Activity	Impact on children	Deadline	RAG Rating	Completion Date
Child Friendly Torbay	To consider how Children's Services can develop further its work with the voluntary and community sector and its statutory partners and expand its role into peninsular-wide and regional initiatives.	A Sub Group has been formed to oversee the initiative and activity generated from Task and Finish Groups who focus on priority areas identified and will meet regularly to keep the momentum going and to get things done! The Membership of Sub Group: Imagine This, Torbay Together (Chair), Council, Police, Health and Business representation The Task and Finish Groups: Each Task and Finish Group has been given a basic aim as a starting point, and they will create their own action plan, choose their priorities and who is best placed to undertake the actions needed. Priority 1 – Child exploitation (Police lead) Priority 2 – Early Help (Children's Services lead) Priority 3 – Where I live (Imagine This rep lead) Priority 4 – Corporate parenting (Children's Services lead) Priority 5 – Ambassador programme (Torbay Together lead) The Leads for each priority group are setting meeting dates Action plan and Terms of Reference templates will be offered Action plans will be developed for each Priority Group The Task and Finish Groups will meet and report back to the Sub Group Sub Group will meet within 8 weeks to review progress and offer support and guidance when/if needed. Update: Corporate Parenting Group have agreed to focus on creating and supporting work, education and training opportunities for young people. The first meeting was extremely positive and well attended. Early Help – Making progress on how the concept of 'mapping and gapping' on what is available within 15 minute walk for families. Early Help have embedded the CFT in to the Early Help strategy. Meetings and actions agreed booked until June 22. Where I Live – waiting to hear back from Simon Sherbersky whether this group will continue as it may not be necessary at present due to the Local Motion initiative. Exploitation – Discussions continuing regarding how best to engage with the business community regarding exploitation and appropriate messaging. Ian Stevens (Chair) is engaged. Ambassador Programme – Last meeting focussed on the need to clarify how Leeds went about setting up their CFL Fund. Struggled to get a response from Leeds, but managed to ask for details – and haven't heard anything since. Literature is being worked on and links have been made with the Corporate Parenting Events Coordinator and Fostering Recruiter. Core Group – due to meet again in Feb.	Our ambition is to put children at the heart of all that we do in Torbay, to ensure they have the best start in life possible and for Torbay to be a great place for them to grow up in.		In Progress	
To take urgent action to address the sufficiency requirements for a functional CAMHs service in Torbay.	Work with the CCG, Health, and Livewest to ensure children who are experiencing problems with their emotions, behaviours or mental health receive timely and appropriate services,	Devon CCG, Torbay and Child and Family Health Devon, and Livewell Southwest are undertaking a joint review of the health services under the terms of the two contracts for services that are in place. The Livewell South West contract covers Plymouth and the Child and Family Health Devon (CFHD) contract includes CAMHS across Devon and Torbay Tina Tozer will represent Torbay Children Services on the operational steering group. Sue Ford is also attending this. The CCG are leading on Stakeholder consultation activity including CYP and Parent/Carers, the third sector and key partners. This includes for us key Torbay Children Services staff. In addition there is a section 75 agreement with the CCG and this includes CHHD delivering a Torbay Well-being Service in addition to the CAMHS core offer and services provided. This specific offer is needing to be reviewed, Becky Thompson and Tina Tozer have a meeting with NHS colleagues on 21/10/21 to review this specific service and the needs of our children. Update: Re Section 75 Wellbeing Service (CAMHS) following meeting held 30th Nov Tracey is still waiting to receive some information from Beverly Mack the CFHD Director The CFDH contract review: Tina Tozer is attending a review meeting on 18th Jan where the findings of the review should be presented by the CCG	Children will benefit from early intervention to help them overcome problems with their emotions, behaviours or mental health and prevent escalation/deterioration.	Dec-21	In Progress	
Review the necessity for governance arrangements for the existing Children's Services related board structures.	The Chair of the Improvement Board and DfE advisor will review the exisiting arrangements for governaance.	The Chair of the Improvement Board and DfE advisor have started the exercise to scope out the Governance arrangements for each of the boards relating to Children's Service's.	Work stream activity will be reviewed in the most appropriate meeting and be held to account with the correct delegations for decision making. This will ensure progress is maintained to so that outcomes can be improved for our children.	Mar-22	In Progress	